

Name: Yansı Eraslan

Country: TURKEY

Policy Area: Education

Reform: Implementation of new Private Education Institutions Act (PEIA) No.5580

Implementation of New Private Instruction Institutions Act (PIIA) No.5580: Policy Process Map *

(This Policy Process Map is written as a policy tool for Turkish Private Schools Association, the leading private school NGO in Turkey. All the below actions are suggested from the perspective of the aforementioned organization)

Process Phase	Mobilizing Political Support/ Managing Opposition	Technical, Legal, and Regulatory Issues	Budgetary Issues	Organizational Management Issues	Training and Other Capacity Building Issues
Getting the reform on the political agenda	<ul style="list-style-type: none"> - Build a two-way dialogue with the Ministry of National Education (MONE) bureaucracy (currently exists in a one-way, patronizing format on the side of MONE). - Brief MONE senior officials as to why the private schools can act to 	<ul style="list-style-type: none"> - Provide, or at least offer, professional educational help to MONE to prevent the emerge of a similar law with the current, insufficient one (it is not atypical for MONE to prepare a new regulation only for the sake of being perceived as a progressive 	<ul style="list-style-type: none"> - Orientate the senior officials of MONE and MOF and get their support by offering a quantitative analysis demonstrating that a new law would indeed be beneficial for government because; i. It anticipates no budgetary contribution from 	<ul style="list-style-type: none"> - Bring the nationally scattered and -to some extent- rival private school associations together (this is critically important as the political / organizational / educational success or influence of one organization causes an exaggerated envy in other circles) 	<ul style="list-style-type: none"> - Educate the school managers in advance of the new law since transitional periods may become costly (as seen in the past, many regulatory changes caught them unprepared). - Initiate a new training program for private school teachers and

* Note: This matrix asks you to assess, for each phase of the policy process, the activities that need to be accomplished in order to increase the “survival potential” for the reform you have chosen. Some cells may remain empty in your assessment. For example, you may decide that there are no management issues of relevance for getting the reform on the political agenda. Your entries should be action-oriented and they should assign responsibilities for the actions to be undertaken.

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	<p>reduce the load of overly crowded public schools.</p> <ul style="list-style-type: none">- Make repeating visits to Ministry of Finance (MOF) to explain one major dimension of why the private schools' tuitions are relatively high; taxation.- Bring the mainstream media columnists and journalists together in formal and informal occasions, such as lunch, dinner, and private school visits to break the prejudice vis-à-vis private institutions.- Make counterarguments to	<p>organization).</p> <ul style="list-style-type: none">- Offer internationally compelling evidence (reports, papers, etc) which would include the role of private schools in various countries.- Reach out to those parents and educators who do not have much technical information about private institutions; make an effort to change public opinion thanks to the former initiative.	<p>the central government,</p> <p>ii. It might end up with more private school and less public school students, and hence, mean less budgetary spending for the government.</p>		<p>administrative personnel as a new law generally changes the whole educational climate.</p>
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	<p>unions' reports with weak research by making prominent scholars prepare scientifically respected studies about the role of private schools in an education system.</p> <ul style="list-style-type: none">- Use every scholarly method to undermine the publications -mainly in media- lacking proof, but rather including personal observations.- Organize regular nation-wide educational seminars to answer the needs and concerns of potential private school parents so that they, too, can get involved in the				
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	reform.				
Designing the reform	<ul style="list-style-type: none"> - Get the input of various related private-education parties for their needs before presenting them directly to the Minister of National Education (so far, virtually all regulatory initiatives had been the preference of MONE bureaucracy). - Go to the senior members of the main opposition party at the Parliament to soften their probable opposition during Education Committee's new law talks. 	<ul style="list-style-type: none"> - Get the best legal counseling in preparing the new law before MONE senior officials take-off (probably with another traditional, centralized law draft). - Make a legal research on previous Supreme Court decisions so that the law will not be vetoed; precedence matters (very critical). 	<ul style="list-style-type: none"> - Pay utmost attention to the content of the draft to see whether it brings any incentives to private schools causing major financial load to the central budget; if so, it will be more than difficult to get MOF people involved. - Take concrete steps in the draft to aim to reduce relatively high tuitions so that the public will buy in the necessity of the new law (critical). 	<ul style="list-style-type: none"> - Prepare a precise timetable for the final fine-tuning of the draft. - Call the senior managers of private school associations to be personally involved in the process (particularly at this stage, delegation of responsibilities to juniors or subordinates becomes harmful; MONE would want to see direct involvement at the highest level). 	
Gaining approval for the reform	<ul style="list-style-type: none"> - Cling to Parliamentary 	<ul style="list-style-type: none"> - Organize media appearances for 	<ul style="list-style-type: none"> - Share with the public that the 	<ul style="list-style-type: none"> - Organize an appointment with 	

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	<p>Education Committee members before the talks and voting (so to speak, a man-to-man mark-up).</p> <ul style="list-style-type: none"> - Initiate an immense media campaign for the necessity of the new law, which would also provide support for decision-makers. - Make a -final- call to Unions (in the probable case of their opposition). - Be constructive and point out the benefits mainly for the parents if the law passes. - Do <i>not</i> take an aggressive stance to try to help the law 	<p>high profile legal experts, right before the voting of the new law, who could back the legality and legitimacy of it.</p> <ul style="list-style-type: none"> - Create public awareness as the politicians would like to be in line with their constituents. - Organize a campaign for parents and future parents to sign a petition in the main parts of the large cities to demonstrate public approval. - Send the petition to the Parliament for indirect legal back-up. 	<p>reform will not cause a single Turkish Lira of their taxes (critical since unionist opposition tries to convey a false message that private schools will get additional monetary benefits with the new regulation).</p> <ul style="list-style-type: none"> - Persuade Minister of Finance that his support could end up with the increase of private school students, hence private schools, and finally more private schools teachers employed (a flow of teachers from public schools to private institutions would mean a fewer wage spending for the government. 	<p>the Prime Minister to request his support (he is particularly very close with the Ministers of National Education and Finance).</p> <ul style="list-style-type: none"> - Pay a last-minute visit to the Minister of National Education and political party senior persons with all the private school associations' board members, telling once again how crucial it is for the reform to proceed. - Call the close allies of both Ministers; National Education and Finance, for their final support. 	
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	<p>pass from the Parliament; political culture and habits generally refuse aggressiveness and may cause a backlash.</p> <p>- Get an appointment from the President. Request his support by emphasizing the overall good of the education system. Do the best to be backed by him; his enormous legal sensitivity causes many new laws vetoed or taken to the Supreme Court.</p>		<p>Hint: Public school teachers currently constitute one of the biggest portions of public sector employees)</p>	<p>- Initiate a nationwide campaign to train <i>public</i> school teachers for the new curricula of both primary schools and high schools so that the public could appreciate the educational face of private schools (unions and their ideological allies blame these institutions as profit-centers).</p>	
Implementing the reform	<p>- Build-up a task force which could keep track of the practices of City Directorates of National Education.</p> <p>- Anticipate major</p>	<p>- Establish a group of legal counselors who will follow the legal part of implementation process.</p> <p>- Offer professional</p>	<p>- Make a budget appropriation - within Turkish Private Schools Association- for the administrative process of keeping</p>	<p>- Employ additional staff, when necessary, within the organizational structure of the Association for a smooth regulatory</p>	<p>- Continuously train the member school administrators and faculty.</p> <p>- Educate the</p>

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	<p>blockages, mainly from bureaucrats and unions.</p> <ul style="list-style-type: none"> - Prepare regular reports on the deficiencies of implementation resulting from the reluctance of bureaucrats. - Offer an official, standard complaint mechanism for private schools who experience daily conflicts with the City Directorates. 	<p>help (i.e., assistance of a prominent group of scholars) on updated educational issues for MONE bureaucracy.</p>	<p>track of implementation.</p> <ul style="list-style-type: none"> - Keep track of private schools' public expenditures (tax payments, social security payments of faculty and staff, etc) in order to persuade the public that the new regulation has not caused a financial burden on MOF's side. 	<p>transition.</p> <ul style="list-style-type: none"> - Prepare new publications for member schools so that they can know their new rights and responsibilities formed by the new law. - Prepare a new web site which could also provide a Q&A part for member schools' administrators. 	<p>journalists, mainly the ones writing on educational issues.</p> <ul style="list-style-type: none"> - Establish a legal counseling department in the Association's central office to help increase the legal capacity of member schools. - Increase the number and upgrade the content of educational seminars and symposiums across the country for members and public.
<p>Sustaining long-term reform</p>	<ul style="list-style-type: none"> - Make the next minister enthusiastic about the continuity of the reform. - Give credit to the new minister every 	<ul style="list-style-type: none"> - Push for updated forms of by-laws and related regulation periodically (by-laws are much more effective in 	<ul style="list-style-type: none"> - Allocate a fund to train a new generation of school managers and send them abroad for their graduate study. 	<ul style="list-style-type: none"> - Make the utmost effort in order to influence future Ministers to fill the senior positions within the General Directorate of 	<ul style="list-style-type: none"> - Try to form a new generation of senior bureaucrats in MONE and private school administrators (currently, the

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	<p>time so that s/he can own the sustainability and see it as his/her political success as well.</p> <ul style="list-style-type: none">- Spend time, money and effort to maintain public awareness of the reform.- Respond to the opposition parties/groups calling for cancellation of the reform by continuously providing concrete benefits attained by the overall system and parents.	<p>dealing with daily issues and problems and could be published <i>only</i> with the signature of the Minister)</p> <ul style="list-style-type: none">- Closely monitor the by-laws and take the ones conflicting with the law to the Federal Court of Appeals (very critical).		<p>Private Education by former private school managers.</p> <ul style="list-style-type: none">- Try to establish a direct line between the Minister and senior bureaucrats within the Ministry of National Education to preserve the sustainability of long-term reform (for various reasons, <i>not plausible at the moment</i>).	<p>majority of the latter comes from public education career as many private schools have a modest history).</p> <ul style="list-style-type: none">- Create a brand new publication unit, mainly comprised of retired private school managers and scholars, who would share their experiences with the coming generation of administrators (almost <i>no</i> institutional memory at present).- Establish a training center which would aim to offer regular training programs on various issues.
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